

Notes on
OBGI Meeting With Ed Proctor
2:00 p.m., 25 September 1973

OBGI Personnel Present:

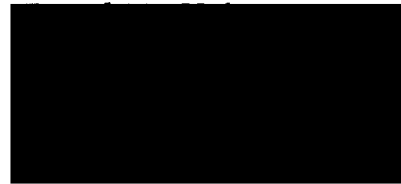
OD/BGI:
John Kerry King

25X1A



GD/BGI:

25X1A



CD/BGI:

25X1A



MLD/BGI:

25X1A



NISD/BGI:

25X1A



25X1A

Where are we going?



I guess the real problem, or question, is -- with the abolition of the NIS Division, is OBGI viable as an Office? Why not? From a numerical or size point of view, there are 2 smaller Offices now in the Directorate.

Earlier this year -- February or March -- possible alternate organizations were considered. An overall geographic breakdown didn't make sense -- the Soviet and Communist China units would be too large. We decided to stay with functional organization. Decision was made to create an Office of Political Research and replace ONE with the NIO's. Neither of these is well down the road as yet.

There are no plans to do anything with OBGI -- or OGI; no plans to change. There was some consideration of incorporating a residual from OSI into OBGI, but this didn't make sense.

25X1A

I have proposed and talked to [REDACTED] re the possibility of moving OBGI components in Magazine Building back to Headquarters.

There have been rumors of merging OBGI and IAS. Has this been discussed? [REDACTED] 25X1A

No. No plans on this. No study has even been made.

[Then, not in answer to the above question, but as a general statement re changes made or to be made in the Agency]

The real problem is that, for a decade, the Agency has had no real change in organization or functions. However, there have been changes in outlook -- an evolution of changes. We should expect to continue in a period of change. We should welcome it -- to do new things in different ways. Changes in resource allocations will affect what we are going to be doing. We have to realize the importance of focussing on what is in the forefront of the policymaker's mind.

Could you elaborate on the change in consumers? [REDACTED]

25X1A

Two things are pertinent here:

1. There has been an evolution of change in consumer needs.
2. We have not reacted to changes to keep pace.

When any administration first comes in, they are pretty ignorant and need to be educated. As it develops and learns, it makes more demands for information in greater depth. About a year ago, demands were only partially met; the change in Directors magnified this.

CIA is recognized as having the best people in the Intelligence Community, but should be able to perform better. In other words, we're better than anyone else, but not good enough.

Re the change in roles -- can you go into this more? E.g., we in OBGI have had a growth of consumership, i.e., EPA, Commerce, Oceano, etc. Should this lead to a larger role in the Agency for these consumers, or should we limit our field to policy officials? [REDACTED] 25X1A

OBGI -- especially CD and GD -- is a very special case. As far as overall Government resources are concerned, it's probably the best and most economical place to do certain kinds of things. We have the capability to do things and to respond quickly.

Problem:

a. In terms of overall Government resources, probably the most economical way for certain things to be done.

b. On the other hand, may be hard to justify to policymakers.

It really depends on the level from which the request comes.

In other words, use common sense? [REDACTED]

25X1A

Yes -- but with caution.

Although it may be most efficient to deal directly with opposite number, working-level types, could be a political matter that should be initiated at higher levels.

For example, AUTOMAP is a real contribution to this kind of activity in the United States Government. The contribution is real -- data bank, etc.

It's a very difficult situation.

Who are important consumers?

25X1A

OBI is in an awkward position -- much of your work is of the ancillary support type. The consumer wants to talk to the primary producer. With the exception of a few subjects -- e.g., Law of the Sea, Antarctica, etc. -- the relationship is not direct with the consumer. In most cases your contact with the consumer per se will be minimal -- must derive feedback from the primary producer in the Agency.

[Dr. Proctor then went on to talk about the atlases.]

Take the 2 atlases. The Middle East Atlas filled a great need because so many people are becoming concerned with this ill-defined area. Where is the oil? But these are not intended for people who really know about the area. And atlases are one-time things. We won't need another PRC atlas, for example.

What are the consumers' problems?

25X1A

I hope we will be able to answer this after the development of OPR and the NIO's.

What are the skills that geographers can offer to solve the problems? [DFN]

Again, there's the problem of the geographer not being the primary producer.

There's no reason we can't be in the front seat in some cases, however. For example, narcotics. [J.K. King]

One of the main problems is not being at headquarters.

To what extent is the DDI interested in experimental work? We're investing a lot in experimental work. [REDACTED] 25X1A

Several aspects:

(1) Experimentation will be a greater part of what we are doing.

(2) However, if the kinds of skills are sort of peculiar to the project, there will be no effort to staff the Agency to handle -- external research or personnel will be brought in on contract. It is more difficult to build up a staff than to get money to finance outside contractors.

To a large extent, external contract rather than internal personnel will be used.

The Wheat project is a good example. Two years ago, we couldn't have sold the project to anybody. The position of the US was to try to sell -- or even give away -- as much as possible. Sale to USSR + worldwide shortage have made it important. ERTS wasn't there when we needed it.

In retrospect, NSC is disturbed that they didn't know the wheat situation before the summit of 1972 -- that the Soviet crop would be bad. We didn't know -- but neither did the Soviets at that time.

How long will high-level interest in Soviet Agriculture last? [J.K. King]

Till the end of this administration.

What are the prospects for using information from KH photography in unclassified maps?

A proposal has gone forward to the Assistant to the President to allow most material to be taken out of the KH system. Prints and film would remain KH, but information could come out as Secret/NO Foreign Dissem. After this has been approved, it may be possible to go unclassified.

The specific problem is the Moscow City Plan, which we are trying to publish at the Unclassified level. [J.K. King]

Assuming that the President approves taking information out of the KH system, I don't see any problem.

25X1A Is there any possibility of again putting out Narcotics reports with attribution. We do narcotics projects without attribution, a directive left over from Helms' days. Is there any possibility of getting credit again? [REDACTED]

I would guess not. The reports Anderson keeps milking are the earlier ones with CIA attribution. The Agency still wants to disassociate itself from the narcotics field. People in Government know where it comes from.

Re the NIO structure: How will it carry out our policy support? How do the troops interface with the NIO structure? What is the Agency Management's view of this? [REDACTED] 25X1A

Colby's view: Have somebody aware of an area who would be a man he can turn to to get the whole picture. The NIO is not intended to do any production. Transmits what the project is. Sees that Task Forces are set up for NIE's. Sees that the DDO does its job. He is not to have any command authority, but will work by tasks through the normal chain of command. Not just CIA, but to include all intelligence organizations.

First things to be done:

- a. Identify the senior NIO. (Has been done - George Carver)
- b. Make a selection from nominees for other NIO's

One thing is very clear -- Mr. Colby thinks of it as a very loose arrangement -- nothing like the Board.

25X1A Is it the consensus that this will improve the quality of the estimates? [REDACTED]

It is the consensus of the Director.

Back to priorities. Do you anticipate that Latin America and Black Africa are going to remain areas of relative disinterest? [REDACTED]

25X1A

Yes. We should have somebody monitor only. The point of the matter is that we ought not to devote sizeable resources to topics and countries that are not going to be of interest to policymakers. We will have to take chances. Be ready to react when something happens in the area, but not necessary to publish in the meantime.

25X1A

This seems contrary to what [REDACTED] said this morning -- that intelligence should be anticipatory and not reactive. [REDACTED]

25X1A

Intelligence should be responsive and anticipatory -- on important matters. We must have a feel for what is and what is likely to become important. Hopefully, the NIO system will help in this. We should take the initiative on some of these things, but there has to be a reason that is recognizable without any question.

25X1A

Another aspect, and one that [REDACTED] was probably speaking to, is that we should not wait to have people on the outside of the Intelligence Community identify collection programs that should be cut. We should know where the cut should be before it is ordered.

Re the NIS Program, we still have 13 or 14 left to do. To finish the job, we have to keep a certain number of people around. People we have left fall into two categories: (1) Those eligible to retire; and (2) Those not eligible. My main concern lies with the latter. What should we do? Tell them not to worry, they will be picked up, etc? [REDACTED]

25X1A

No. Many of them know they are not going to be picked up. If another job comes along, they should be encouraged to take it. We will have to adjust the Program to fit this.

25X1A

What priority do we have in the DDI? [REDACTED]

With the exception of OPR and OSR, all Offices are to be at the same level or to be cut. I have directed OPR to take on only those people who can really do the job -- not to just fill the slots. Would have priority only if all other things are equal, which is very seldom the case.

You are all supervisors in one way or another, and when you need someone to fill a job you want to hire someone who can do it. I know you resent being told you have to take someone if you think he cannot do it. This is the way it is and the way it should be; it is your responsibility to get a job done, and you need people who can do it.

25X1A

Is anything happening in rotation with the DDO? [REDACTED]

The first thing of any magnitude (between 10 and 20 people) is being planned to get under way by next Summer. The basic problem is getting people with the proper language. Very selective.

When did the policy of being permitted to travel to the Soviet Union change? [REDACTED]

25X1A

It was not an abrupt change.

The only reason we use cover in the Free World is to avoid embarrassing the host government. Difficult when you travel in hostile areas.

Thank you, Ed. You promised us an hour. (at 3:30)